



2004-2006 >>>> CORPORATE PLAN

SBS 2004-2006 >> >> CORPORATE PLAN

2004-2006 SBS CORPORATE PLAN



CORPORATE PLAN

04

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SBS CHARTER

SBS was established as an independent statutory authority on 1 January 1978 under the *Broadcasting Act 1942*. The *Special Broadcasting Service Act 1991* (Cwlth) came into effect on 23 December 1991 and established SBS as a Corporation. Section 6 of the *Special Broadcasting Service Act 1991* gives SBS a Charter setting out the functions and duties the Parliament requires of SBS as a public broadcaster. These are:

- (1) The principal function of the SBS is to provide multilingual and multicultural radio and television services that inform, educate and entertain all Australians and, in doing so, reflect Australia's multicultural society.
- (2) The SBS, in performing its principal function, must:
 - (a) contribute to meeting the communications needs of Australia's multicultural society, including ethnic, Aboriginal and Torres Strait Islander communities; and
 - (b) increase awareness of the contribution of a diversity of cultures to the continuing development of Australian society; and
 - (c) promote understanding and acceptance of the cultural, linguistic and ethnic diversity of the Australian people; and
 - (d) contribute to the retention and continuing development of language and other cultural skills; and
 - (e) as far as practicable, inform, educate and entertain Australians in their preferred languages; and
 - (f) make use of Australia's diverse creative resources; and
 - (g) contribute to the overall diversity of Australian television and radio services, particularly taking into account the contribution of the Australian Broadcasting Corporation and the public broadcasting sector; and
 - (h) contribute to extending the range of Australian television and radio services, and reflect the changing nature of Australian society, by presenting many points of view and using innovative forms of expression.

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foreword

At the heart of everything that SBS does is the audience. How they react or engage with our programming provides answers to the Corporation's performance as a broadcaster.

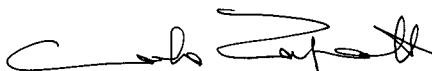
It is not enough for a public broadcaster to do what's expected of it. It must innovate, experiment, question and challenge. At the core of programming excellence is an agile and responsive organisation that identifies clear goals and opportunities, motivates staff and utilises the best of technologies. This Corporate Plan does that.

SBS must accurately reflect our society through multicultural and multilingual broadcasting; respond meaningfully to the special interests of diverse audiences; educate and entertain with a special eye to quality; and provide independent news and information.

Inevitably, as society changes, so do audiences' tastes, expectations and demands. This is matched by technological opportunities for broadcasters to exploit and utilise, and for audiences to experiment and enjoy. These changes include increased quality in sound and vision, as well as opportunities to engage with our audiences interactively.

SBS will use this Corporate Plan to meet and exceed our audiences' expectations; establish clear goals to find innovative and efficient ways of delivering these programs and services; and commit SBS to explore funding opportunities that will support new ventures, while remaining faithful to our Charter.

Underpinning the Plan's formulation was the Board's request that the Corporate Plan be relevant to all members of the Corporation and transparent to our audiences and the general public. We believe the goals, objectives and measures contained in the Corporate Plan are significant benchmark targets for SBS over the period 2004-06. We, and the other Board members, look forward to leading SBS in this challenging period.



Carla Zampatti Chairman



Nigel Milan Managing Director

introduction

This Corporate Plan sets out SBS's initiatives as an organisation over the next three years. It outlines how we will deliver on our Charter and respond to the challenges of our operating environment. It covers:

- 1 Who we are and what we do;
- 2 The environment influencing our plans for the next three years;
- 3 The values which underpin what we do and our vision;
- 4 Our goals in responding to the challenges of the next three years and the measures we will apply to ensure we have succeeded; and
- 5 How this plan will be implemented in the organisation.

1 who we are and what we do

2 our environment

WHO WE ARE AND WHAT WE DO

Since the establishment of SBS Radio in 1975 and SBS Television in 1980, SBS has evolved into a highly respected and creative media organisation that has both reflected and actively contributed to changes in Australian society.

Through a range of complementary media services – Television, Radio and New Media – SBS now brings Australian audiences an exciting and innovative mix of programs that celebrate Australia's diversity and promote understanding and a sense of belonging.

Our Charter under the *Special Broadcasting Service Act* requires us to provide multicultural and multilingual services for all Australians. It enables us to deliver content that builds a shared sense of national identity and that offers Australian audiences services which are distinctive from those available through other broadcasters.

Most Australians are now living lives enriched by a range of cultural influences, extending from indigenous Australia through to the many countries from which Australians have migrated over the generations.

SBS is uniquely positioned to communicate the experiences – the living diversity – of all Australians. Our Charter empowers us to be a medium for difference, to expose people to new ideas, to raise questions that might challenge our audiences and to entertain, surprise and delight them.

As an unusual model of a contemporary public broadcaster, we are funded by Government and can also raise revenue from commercial activities. Our legislation expects us to operate fearlessly and autonomously from our funding sources: our independence as a public broadcaster is one of our most critical features and guarantees our importance and value to the Australian people.

OUR ENVIRONMENT

Two external factors set the scene for this Corporate Plan:

Australia's changing social fabric and its impact on the role of public broadcasting under SBS's Charter.

With Australia's changing demographics, cultural diversity is a way of life for most Australians.

A rapidly changing, competitive and fragmenting media industry and revenue environment.

Australians have an increased choice of media in different formats and on different platforms.

1. Changing social fabric

The contemporary Australian population is remarkably diverse. The 2001 Census recorded that 40% of Australians came from families where one or more parents were born overseas. Over 2.8 million Australians speak languages other than English at home and in 2001-02, new migrants to Australia came from almost 100 countries.

As part of the 2001-03 Corporate Plan, SBS commissioned a landmark research study of trends in multicultural Australia. This study, *Living Diversity: Australia's Multicultural Future*, found no evidence of stereotypical homogenous ethnic 'ghettos'. Rather, Australians of all cultural backgrounds are mixing with Australians from different cultural backgrounds and engaging with many varied cultural influences.

The core purpose of SBS is to bring multicultural and multilingual content to all Australians. Our strength has always been in drawing from the best programming in Australia and the world and creating content to address the reality of contemporary Australia. SBS has, for many years, captured this complexity with programs that reflect the hybrid lives of Australians.

Living Diversity: Australia's Multicultural Future confirms that diversity is a growing trend, with most Australians feeling connected to multiple cultural influences. The Report suggests Australians are not just tolerant of diversity, they are living it. At the same time, many Australians from different cultural backgrounds experience an incomplete sense of 'belonging' – they do not completely identify with a national identity – suggesting that, in the words of one of the authors, multiculturalism is 'unfinished business'. A large proportion of the Australians surveyed believed that the media did not reflect their lives. Additionally, while a large majority of Australians were positive about issues such as reconciliation and immigration, a small but substantial part of the population retained negative attitudes to tolerance of difference.

CONTINUED OVERLEAF



2 our environment

continued

These findings, together with SBS's collective knowledge of trends among our audiences, raise challenges and opportunities for SBS and indicate that SBS's responsibilities have never been greater.

2. Changing media industry and revenue environment

The environment in which we operate and the expectations of what a media organisation will deliver to its audiences are undergoing dramatic change. Three years ago, SBS was a one channel analogue television service, an AM and FM radio station network and had a small website.

As at the start of this Corporate Plan, SBS delivers a simulcast analogue and standard definition digital television service (also available in high definition), two digital television multichannels – World News Channel and SBS Essential – and two radio services. Our website www.sbs.com.au has become one of Australia's most heavily visited media web destinations. Like other media, we are increasingly interacting with our audiences through traditional and new media – radio talkback, web forums, sms – and trialling interactive services on digital television.

The next three years – and beyond – offer the potential for more change as new ways of delivering our content emerge. Our audiences have also grown in recent years and are demanding more of us.

The technologies which we use to make content and communicate with our audiences are also rapidly changing. SBS needs to remain at the forefront, to ensure we are accessible as possible to all audiences.

SBS has a much smaller funding base than any other broadcaster. With our limited funding (and an increasingly difficult funding environment), development partnerships with industry are an opportunity for us to leverage our funding to deliver more and better content. We can play an important role as an incubator of new ideas and processes, finding the best uses of new technology to create and deliver SBS's outstanding content in ways that meet both public interest and commercial imperatives.

We recognise that Australians are now receiving and consuming media in many different ways and through many different devices.

To effectively reach our audiences, we need to ensure that our content is available to all Australians on all platforms.

In a crowded media market, with more choices and more channels, we must stand out as a credible and authoritative source of analysis of national and international issues and as a place where Australians can experience the real Australia and the world – a complex mix of cultural influences – that is often not reflected in other media.

3. What this all means for SBS, looking to the future

RELEVANCE

Against a background of international tensions and the national debates surrounding them and increasingly mixed cultural demographics, SBS has never been more relevant or important to Australia.

SBS has the capacity to deepen understanding of Australian society and its place in the world and to communicate the common values and stories that unite, rather than divide Australians. We do this by presenting the many stories and voices that would not otherwise find a place in the Australian media but which reflect the reality of contemporary Australian life.

Some of the key areas addressed as goals under this Corporate Plan are aimed at increasing our relevance by:

- extending our reach – Australian audiences have long valued SBS's quality and significance. We want more Australians to make SBS a regular part of their viewing and listening experience and we want all of our services to be available wherever Australians live.
- increasing our impact – Our Charter enables us to challenge established attitudes and accepted thinking, to create a sense of inclusion and to expose audiences to ideas that might not otherwise be seen or heard and programs that are otherwise not accessible to Australians.

RESOURCES

The increasingly diverse and changing media environment, together with growing audience demand for more content and services, puts pressure on us to deliver more, with no clear path to additional funding.

To grow our services to meet these demands, we need to grow our funding base and be even more effective as an organisation in how we use and deploy our resources. Our aim is to enhance our content and services with any additional revenue we are able to attract.

3

our values and vision

We believe that we will succeed with our plans and objectives by working to six core values:

DIVERSITY

The commitment to diversity of product, ideas and solutions defines SBS's place as a communicator. This must continue if we are to remain different and relevant and to reach all corners of Australia's multicultural society.

CREATIVITY AND INNOVATION

SBS brings a creative spirit to reflecting the diversity of Australian society. This creative spirit is integral to the quality of SBS's contribution as a cultural institution.

SBS has always tested the limits and set new directions. We have been willing to take risks in our programming. Some of those risks have gone on to set new standards of performance across the industry.

Our role as an incubator for creative ideas extends beyond content to the processes and systems we develop to make content. This gives SBS the opportunity to find the best uses of new technologies and systems to enhance our content and services, not just the most commercial uses developed by other media.

INTEGRITY

Fairness, impartiality and sensitivity are central features of SBS's hard-won reputation for integrity. The quality of our output will be judged partly by the integrity of our processes, including the high ethical standards we apply in the day-to-day activities of the business.

INDEPENDENCE

Our independence from government and from any commercial or sectoral interests is crucial to our effectiveness as a broadcaster.

INCLUSIVENESS

Our strength is derived from the inclusion of all Australians in our vision and the way we connect with the audiences and communities we serve across Australia. We have to nurture those relationships as investments in our growth and development.

PROFESSIONAL COMMITMENT

Success has come through the passion and commitment of many people toward the values and ideas of SBS. The determination to make the best from what we have through the uncompromising commitment to professional standards will continue to be a hallmark of SBS's work. SBS is acclaimed for its resourcefulness – for making a lot from very little.

These values are implicit in all of the goals outlined below under this Corporate Plan. They come together under our Corporate Vision:

Communicating Australia's living diversity

4

how will we respond over the next three years and how will we measure our success?

This Corporate Plan commits SBS to do three things exceptionally well. We will not just respond to changing conditions, but will also set new benchmarks for public broadcasting performance. To do this, we will work to: • increase our relevance to all Australians; • grow the resources available for SBS content and services; and • increase our capacity to perform as an agile and creative organisation.

This section outlines the actions we will take – in response to the challenges and opportunities identified earlier – to meet these goals. It also sets out how we will measure if we have reached them.

All of these goals and actions are underpinned by our Charter and our obligations under the SBS Act and implemented under our Vision and in line with our Values.

goals for 2004 – 2006

GOAL 1 To increase our relevance to all Australians

HOW WILL WE KNOW WE HAVE SUCCEEDED?

SBS program divisions – Television, Radio and New Media – will set and report to the Board on annual targets for agreed benchmarks including audience growth, diversity and engagement. The overall measure of success will be a combination of these and they will be measured across the schedule in each program area, rather than by individual programs.

What will we do to achieve this goal?	How will we measure our success?
1.1 Increase audience size	→ Overall audience growth
1.2 Increase diversity of our audience	→ Audience growth in identified demographics
1.3 Increase audience engagement	→ Increased interaction with our audiences Links and interactions with different parts of the Australian community through public activities Audience and community feedback
1.4 Create and deliver an increased range of distinctive Australian content	→ Increased local content in specifically targeted genres Distinctiveness measured against public broadcasting benchmarks
1.5 Increase investment in Australian content	→ Additional amount invested in Australian content
1.6 Increase audience awareness about SBS content, services and brand	→ Evaluation of the effectiveness of promotional campaigns, including: 1. Number of campaigns, including cross promotional campaigns 2. Public awareness of our brand values
1.7 Use the potential of digital technology innovation to increase the quality and quantity of SBS content available to Australian audiences, including through:	→ Growth in content produced for digital platforms
1.7.1 Increase the SBS services produced and available on different platforms – TV, Radio, Online and other New Media platforms	→ Growth in the amount of quality multichannelling content and enhancements
1.7.2 Increase our interactive services	→ Growth in interactive services
1.8 Extend the quality and reach of SBS transmission to all Australians as quickly as possible, including to:	→ Rollout of new transmission areas
1.8.1 Promote greater take up of self-help* services	→ Increased take-up of self-help services
1.8.2 Improve signal quality	→ Technical assessment of signal quality
1.9 Increase our understanding of Australia's cultural diversity, our audiences and the role of SBS, through:	
1.9.1 Analysis of census and demographic data together with audience research generated by each Division	→ Research generated
1.9.2 Follow up research to <i>Living Diversity</i> to track trends in multicultural Australia	→ Report to SBS Board by December 2005
1.9.3 Review our audience complaints handling processes and implementing recommendations for improvement.	→ Recommendations implemented by December 2004
1.9.4 Increase the cultural diversity of SBS management and staff	→ Change in level of diversity of management

*Government assistance for communities to purchase transmitters to receive SBS services

GOAL 2 To grow the resources available for SBS content and services

HOW WILL WE KNOW WE HAVE SUCCEEDED?

SBS divisions will set annual targets for revenue growth and report on them to the Board. Increased revenue will be reported in the Annual Report. Extra revenue will be invested in SBS content and services.

What will we do to achieve this goal?	How will we measure our success?
2.1 Increase commercial and other external revenue	→ Increased revenue
2.2 Use industry partnerships to leverage SBS resources, including through innovative partnership models	→ Number of industry partnerships which deliver increased revenue or in-kind resources Increase in SBS output (content and services) resulting from industry partnerships
2.3 Maintain and increase government funding support	→ Increased funding
2.4 Increase the proportion of total organisational resources devoted to content and services through: <ul style="list-style-type: none"> • Efficiencies in: <ul style="list-style-type: none"> Administration Production • Internal partnerships • Budget management 	→ Increased percentage of budget directed to content and services Industry benchmarks to be identified and reported against annually Cost savings or other efficiencies generated by internal partnerships
2.5 Increase the use of our external relationships as assets for the benefit of the whole organisation	→ Financial, operational and public benefits realised

GOAL 3 To increase our capacity to perform as an agile and creative organisation

HOW WILL WE KNOW WE HAVE SUCCEEDED?

We will achieve local and international industry benchmarks for organisational practice and audience and peer recognition of SBS's creative success.

What will we do to achieve this goal?	How will we measure our success?
3.1 Implement industry best practice for staffing practices appropriate to a flexible, creative, risk taking organisation	→ Performance against industry benchmarks identified annually to the Board External recognition of SBS creativity and innovation
3.2 Treat information and relationships of particular work areas as a corporate asset by improving internal communications and knowledge sharing	→ Number of new strategic initiatives across the organisation
3.3 Enhance SBS's resilience by reviewing our business continuity plan and implementing an improved plan	→ Business Continuity Plan implemented and updated annually in response to identified risks

BOTTOM LINE PERFORMANCE MEASURES FOR THE ORGANISATION

Of the above measures, there are some clear 'bottom line' corporate performance measures that SBS will monitor closely, and against which our overall success in the next three years will be judged and measured:

- Audience Growth and Diversity
- Funding Levels
- Level of Australian Content
- External Perception of SBS Value

5

how will this plan be implemented?

HOW WILL THIS PLAN BE IMPLEMENTED?

Much of the success that SBS will achieve over the next three years will be a function of the detailed planning and implementation across the different divisions and work areas.

Each area will develop detailed plans to contribute to the corporate goals, in line with this Corporate Plan. These plans cascade down through the organisation, with every member of staff playing a part in achieving the goals.

As the Corporate Plan focuses on the main areas of change and improvement, the divisional plans will necessarily be broader and encompass the ongoing aspects of SBS's business specific to that area.

Corporate Plan

Three year – Approved by Board

A view of the organisation's three-year game plan. It's about the organisation, not its parts, and addresses what we have to do as an organisation to survive and prosper.

Business Plan and budget

Annual – Approved by Board

This is our annual operating plan and identifies how we will allocate resources in support of the goals in the Corporate Plan.

Divisional plans

Annual – Approved by Managing Director

These address how each division will contribute to the Corporate Plan. Each will identify:

- What changes do we have to make?
- How will we plan our work priorities?

Work area/team plans

Annual – Approved by Division Heads

These outline how each area will contribute to the divisional plan and what are the top priorities for each work area.

Individual performance agreements

Annual – Approved by work area management

What does each staff member need to do to meet the work area/team goals?

appendix 1



THE ROLE AND DUTIES OF THE SBS BOARD

The role and duties of SBS Board are defined by Section 7 of The *Special Broadcasting Service Act (1991)*:

Role

- (a) to decide the objectives, strategies and policies to be followed by the SBS in performing its functions; and
- (b) to ensure that the SBS performs its functions in a proper, efficient and economical manner and with the maximum benefit to the people of Australia.

Duties

- (a) to maintain the independence and integrity of the SBS; and
- (b) to develop and publicise the SBS's programming policies; and
- (c) to ensure, by means of the SBS's programming policies, that the gathering and presentation by the SBS of news and information is accurate and is balanced over time and across the schedule of programs broadcast; and
- (d) to ensure that the SBS does not contravene:
 - (i) this Act or any other Act; or
 - (ii) any directions given to, or requirements made in relation to, the SBS under this Act or another Act; and

- (e) to ensure the efficient and cost effective functioning of the SBS; and
- (f) to ensure that the SBS seeks to co-operate closely with the Australian Broadcasting Corporation to maximise the efficiency of the publicly funded sectors of Australian broadcasting; and
- (g) to be aware of, and responsive to, community needs and opinions on matters relevant to the Charter; and
- (h) to develop and publicise the SBS's policies on the handling of complaints; and
- (i) to ensure that the pursuit by the SBS of its subsidiary functions does not detract from the SBS fulfilling its Charter responsibilities; and
- (j) to develop codes of practice relating to:
 - (i) programming matters; and
 - (ii) if the SBS has the function of providing a datacasting service under section 6A– that service; and to notify those codes to the Australian Broadcasting Authority.

appendix 2



FORECAST OF REVENUE AND EXPENDITURE AND TAX ASSESSMENT

REVENUE

	2003-04 \$000	2004-05 \$000	2005-06 \$000
Government Appropriation	143,630	153,121	156,780
Advertising and Sponsorship	24,000	28,000	32,000
Other Revenue	18,000	19,500	19,500

TOTAL REVENUE

185,630 200,621 208,280

EXPENDITURE

	2003-04 \$000	2004-05 \$000	2005-06 \$000
Equity injection	7,490	5,620	5,850
Borrowing cost	1,370	1,240	1,110
Capital Expenditure	10,692	7,250	7,200

ASSESSMENT OF EXEMPT TAXES AND CHARGES

	2003-04 \$000	2004-05 \$000	2005-06 \$000
Payroll	3,430	3,550	3,670
Land Tax	218	218	218

appendix 3



SBS ADVERTISING AND SPONSORSHIP GUIDELINES

Section 45 of the *SBS Act* provides that SBS may only broadcast advertisements or sponsorship announcements that run before or after programs or during natural breaks and that run in total for not more than five minutes in any hour of broadcasting. It is the responsibility of the SBS Board to develop and publicise appropriate advertising and sponsorship guidelines.

The Board has determined that advertising and sponsorship announcements may be broadcast on SBS Radio and Television. SBS has adopted the following definition of 'Advertisement':

1. Matter which draws the attention of the public, or a segment thereof, to a product, service, person, organisation or line of conduct in a manner calculated to promote or oppose, directly or indirectly, that product, service, person, organisation or line of conduct.
2. For the purpose of these conditions, the term advertisement does not include:
 - the broadcasting by SBS of matter of an advertising character as an accidental or incidental accompaniment of the broadcasting of other matter if SBS does not receive payment or other valuable consideration for broadcasting the matter;
 - an announcement of not more than 10 seconds duration at the beginning and end of a program giving the name and business of the sponsor of the program, if the program is not less than 15 minutes long;
 - a community service announcement if SBS does not receive payment or other valuable consideration for broadcasting the announcement;
 - a station identification; and
 - a program promotion.

As an associate member of Commercial Television Australia (CTA), SBS takes account of the Classification and Placement of Commercials and Community Service Announcements contained in Section Six of the *Commercial Television Industry Code of Practice 1999*, where it relates to commercials.

Advertisements broadcast by SBS Radio must not be presented as news programs or other programs and must comply with all other *SBS Codes of Practice* so far as they are applicable. The SBS Board has also determined that SBS will take account of the applicable codes of advertising.

Advertising announcements must not detract from the value of SBS radio and television programs as a medium of information, education and entertainment. Natural program breaks, as referred to in Section 45(2)(a) of the *SBS Act*, include:

- any pause during coverage of an event where audiences miss none of the proceedings that relate directly to the event (for example, rest periods in sports events); and
- the junctions of the program segments that are contained in SBS Radio programs.

As far as possible, SBS ensures that potential advertisers are informed of SBS's responsibilities as a national multicultural broadcaster. The aim is to equip advertisers with sufficient background to enable them to select advertisements appropriate for the schedule. SBS is aware that some advertisements broadcast by commercial stations may not be suitable for SBS because of SBS's other programming policies and objectives. As with all programming, SBS reserves the exclusive right to determine what is broadcast on SBS services.

The following material is not considered to be advertising or sponsorship for the purposes of calculating the five-minute per hour limit:

- publicity for SBS programs, products, services or activities;
- material overlaid on the test pattern, or similar non-programming material; and
- community information.

appendix 4

Multilingual Subscriber Television Ltd
ABN 70 061 014 480



CHAIRMAN'S FOREWORD

Multilingual Subscription Television Limited (MSTL) is a wholly owned subsidiary of the Special Broadcasting Service Corporation. It has a 40% share in PAN TV, which operates the *World Movies Channel* on subscription television.

This current Corporate Plan recognises a continuing need for consolidation and growth by seeking opportunities provided in a challenging media and telecommunications market. MSTL will remain flexible and continue to build on current strengths, always seeking to complement and extend the range and type of services currently available – in line with the company's Mission Statement.

Carla Zampatti Chairman

THE MSTL CHARTER

Multilingual Subscriber Television Limited is a public company formed as allowed under subsection 52(3) of the *Special Broadcasting Service Act 1991* for the purpose of carrying on the business of establishing and participating in the provision of broadcasting pay television services.*

As a wholly owned subsidiary of SBS and subject to the conditions imposed by the then Minister for Communications and the Arts, MSTL is the principal vehicle through which SBS will participate in pay television operations.

The establishment of a separate entity for SBS's involvement in pay television ensures that the commercial activities and the risk associated with such operations do not detract from the SBS free-to-air services.

MSTL will only operate in accordance with the SBS Charter. It will enhance and extend the range of services provided by SBS pursuant to its Charter. Under its Memorandum and Articles of Association, MSTL shall only engage in a business or activity related to, or incidental to the performance of any of the functions of the SBS. The SBS Charter sets out what the Australian people through the Parliament requires of the SBS as a national broadcaster.

THE SBS CHARTER (see inside front cover)

MISSION STATEMENT

In the spirit of the SBS Charter, MSTL will contribute to a more cohesive, equitable and harmonious Australian society through its involvement in the establishment and participation in broadcasting pay television services. The company will utilise any appropriate technologies to deliver services relevant to the needs of ethnic, linguistic or cultural groups.

KEY RESULT AREAS

MSTL has identified the following three areas as significant objectives to be pursued throughout the life of this Corporate Plan.

1. PROGRAMS AND AUDIENCE

In the changing Australian broadcasting and communications environment MSTL will continue to better meet the communication needs of people who seek special interest broadcasting services and services in languages other than English. It will continue to explore opportunities to establish and develop quality special interest or niche services and products, utilising appropriate delivery technologies, in response to emerging audience needs and expectations.

Strategies

- As a shareholder and working with PAN TV, investigate audience requirements to identify potential program markets.

- Continually review television and audio visual technology developments for audience program delivery services.
- Use available audience information to identify complementary services.

Performance Indicators

- Potential program markets identified and reviewed every 12 months.
- New audio visual, technology developments identified.
- Revelations of audience research and information.

2. RESOURCE MANAGEMENT

MSTL will work to improve the quality of special interest services. It will continue to ensure the efficient, effective and accountable use of SBS resources. MSTL will endeavour to complement SBS's research, development and exploitation of new technologies.

Strategies

- As a shareholder in PAN TV, ensure PAN TV's facilities and expertise are maximised in the context of their efficiency and marketing potential.
- Maximise the return on investment to SBS.
- Comply with the reporting, disclosure and charging requirements of the Ministerial Approval provided under subsection 52(3) of the *SBS Act 1991*.

Performance Indicators

- Level of return to MSTL from PAN TV operations.
- The provision of quarterly financial statements to the SBS Board.
- The provision of six-monthly activity reports to the SBS Board.

3. BUSINESS ACTIVITIES

MSTL will continue to explore and develop commercial, business activities related to its Charter. It will also work to maintain and enhance SBS's ability to provide programs and services by protecting sources and achieving savings in the acquisition of programming for the Corporation's free-to-air services.

Strategies

- Working with PAN TV, explore the development of new program channels, which complement existing services.
- Investigate further equity involvement in other media and audio-visual activities.
- Maximise the use of expertise and resources made available through SBS to develop complementary business opportunities.

Performance Indicators

- The number of products and services in which MSTL has an interest.
- Level of interest from Pay TV operators/broadcasters/producers/program makers and other parties in co-productions and collaboration.
- Regular reviews undertaken to identify complementary expertise and resources within SBS.

*"Broadcasting pay television services" means the following:

(i) subscription television broadcasting services of a commercial multilingual or multicultural nature; (ii) activities directly related to, or incidental to, subscription television broadcasting services of a commercial multilingual or multicultural nature, including the provision of programming services to holders of licences to provide subscription television broadcasting services of subscription television narrowcasting services granted under the *Broadcasting Services Act 1992*.

sbs overview



SOME FACTS AND FIGURES ABOUT SBS

The Special Broadcasting Service (SBS) is Australia's multicultural and multilingual national public broadcaster.

With television, radio and online services in English and more than 60 other languages, SBS is the most linguistically diverse broadcasting network in the world.

SBS Television broadcasts in more than 60 languages and is watched by about eight million Australians each week. SBS Radio is the world's most linguistically diverse radio network, broadcasting in 68 languages to a potential audience of more than 2.7 million Australians who speak a language other than English in their homes.

1975 – SBS Radio began with two small radio stations – 2EA in Sydney and 3EA in Melbourne – broadcasting four hours a day in seven and eight languages respectively. It was a three-month experiment in multilingual broadcasting confined to Australia's two largest cities. SBS Radio today broadcasts 24 hours a day, seven days a week, on AM and FM frequencies in Sydney and Melbourne and is heard Australia-wide on a national signal that reaches all capital cities and many regional centres. All language programs are also available online.

1980 – SBS Television began, first in Melbourne and Sydney, and then progressively was extended throughout the nation. Today, SBS Television is available to a potential audience of more than 20 million Australians via more than 360 terrestrial transmitters and four digital satellite services. SBS's digital services include its main channel, the World News Channel, SBS Essential (an electronic program and information guide), and SBS Radio.

More than half of all SBS Television programs are in languages other than English. Many of these programs are accessible to all Australians through SBS produced English language subtitles. With more than 400 international and local program sources, SBS Television draws upon the largest range of source material of any television network in the world.

1996 – SBS Online was launched and now provides text and audio-on-demand services in 68 languages. It extends and enhances SBS Television and Radio programming and also produces original content, including comprehensive Australian and international news reports, innovative youth programming and Australia's most popular soccer web site.



[SBS Sydney](#)

Postal Address Locked bag 028, Crows Nest, NSW 1585

Street Address 14 Herbert Street, Artarmon, NSW 2064

[Telephone /](#) 02 9430 2828

[Facsimile /](#) 02 9430 3700

[SBS Melbourne](#)

Postal Address PO Box 294, South Melbourne, VIC 3205

Street Address Alfred Deakin Building, Federation Square,
Cnr Flinders and Swanston Streets, Melbourne,
VIC 3000

[Telephone /](#) 03 9949 2121

[Facsimile /](#) 03 9949 2120

Online / www.sbs.com.au



Corporate Plan 2004-2006

Communicating Australia's living diversity

Australia's
changing social
fabric and its
impact on the
role of public
broadcasting
under the
SBS Charter

RELEVANCE
Reach and Impact

RESOURCES
Funding and Effectiveness

GOALS

- To increase our relevance to all Australians
- To grow the resources available for SBS content and services
- To increase our capacity to perform as an agile and creative organisation

VALUES

Diversity | Creativity and Innovation | Independence
Integrity | Inclusiveness | Professional Commitment

CORPORATE RESULTS

Audience growth and diversity | Level of Australian content
Funding levels | External perception of SBS value

A rapidly
changing
competitive and
fragmenting
media industry
and revenue
environment